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Fall 2017

Human Resources Management in International Organizations

Catherine Tinker
Seton Hall University

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Seton Hall University School of Diplomacy & International Relations

**DIPL 6015, HUMAN RESOURCES MANAGEMENT IN
INTERNATIONAL ORGANIZATIONS**

Professor Catherine Tinker

Fall, 2017 - Alfieri Hall, Room 221, MONDAYS, 5:00 -7:15 pm

Note: Class on Oct. 2nd at Computer Lab

Syllabus (Preliminary 8-28-17); check for revisions

This course explores the history and nature of international institutions as they address particular issues confronting the global community, with a focus on the creation and the meaning of an "international civil service" at the United Nations. The values and rules of the UN Secretariat will be compared to those applicable to the staff of other international organizations ("IOs"), Secretariats for treaty bodies or other inter-governmental organizations ("IGOs"), and representatives of non-governmental organizations ("NGOs"). Questions to be explored concern the independence of the UN Secretary-General and the Secretariat, their relationship to member states of the UN; the appropriate role of the Secretariat in the creation and implementation of international law and global governance; and the role of the UN Secretary-General and the Secretariat in facilitating relations between states and non-state actors in accordance with the international law on subjects such as international human rights, humanitarian assistance and disaster relief efforts, and sustainable development. How international organizations like the UN system work; what authority exists in the UN Charter or other sources for current management practices; the selection process for staff and leadership roles, including the executive heads of international organizations; and recommendations for reform of the process and the international organization itself.

The first part of the course examines the concept of the international civil service based on the United Nations Charter, the early history of the basic international institutions, and non-governmental organizations' participation in the work of the UN. The second part applies this knowledge to particular areas of management

and administration in the context of international organizations, such as the work of the Secretariat in substantive areas such as sustainable development, oceans and effects of climate change, humanitarian assistance, and global migration.

Original source research in relevant sections of multilateral agreements and treaties; “soft law” resolutions and declarations of the United Nations Security Council, General Assembly, ECOSOC and its working groups and expert committees; and outcome documents of UN conferences and declarations, such as those on human rights and the 2030 sustainable development agenda will help students understand where to find the roots of current practice and authorization for current or proposed policies and procedures and how to predict future needs and manageable expectations for international organizations.

There are increasing demands on IOs, IGOs and NGOs to provide transparent governance and fulfill basic functions of government in failed states while providing traditional peacekeeping, conflict prevention and humanitarian assistance. These additional tasks will be considered in light of the powers granted under the UN Charter and the limitations on the Secretary-General and the Secretariat imposed by member states and fiscal restraints. In this context, the growing influence of the private sector in the United Nations system, including by public-private partnerships and financing, will be examined and the effect on human resources management practices and systems.

By the end of the course, students will possess a deeper understanding of the operation of the international system and the people who work within international institutions like the United Nations and related IOs, IGOs and NGOs; the legal basis for relevant practices and policies at the United Nations; staff selection, training and promotion policies which attempt to balance geographic and gender representation with the need for objective considerations of merit and service to the international organization; the unique elements of human resources management at the UN given its basic organs, agencies and organizational structure; and the pressures to remain independent, transparent, and accountable to the member states of the UN and at the same time to the needs of the world's people and the principles of the UN Charter.

Another goal of the course is to introduce students to current technology used for research, analysis, reports and presentations in a variety of settings in

international organizations and NGOs through use of Blackboard and Digital Humanities tools like World Bank databases, UN knowledge platforms, Hein Online, and other resources for finding and using diplomatic and international political data and reports to generate research results. Students will have the opportunity to acquire digital skills useful for research and presentations in any number of professional positions to enhance their future careers.

In addition, students will develop critical thinking through an introduction to legal reasoning and concepts in international organizational practice and law. The course requires students to read closely, to think logically, and to become skilled in formulating convincing positions while understanding opposing arguments. Students will apply these skills throughout the course in assignments and class discussion. The ability to think critically and analytically, and to communicate an analysis clearly, are crucial skills not only for lawyers but also for practitioners of diplomacy.

OFFICE HOURS AND CONTACT INFORMATION:

Office hours will be from 3:00-4:00 pm on Mondays or Wednesdays in McQuaid Hall, Room 101C, or by appointment at other hours on Monday or Wednesday afternoons. The professor will respond within 24 hours.

COURSE REQUIREMENTS:

This course will include several requirements, more fully described below:

- (a) Completing assigned readings before class and participating in class discussions;
- (b) Preparing case briefs as assigned throughout the class;
- (c) Identifying a topic and developing a bibliography through research, collaboration with classmates, and consultation with the professor, and learning to use Digital Humanities tools for research and presentation;
- (d) Making an oral presentation in class based on a variety of research and presentation tools; and
- (e) Writing a final paper OR designing a digital presentation based on the selected topic used for the class presentation.

Class participation, attendance and the case briefs together will be worth 25% on a pass/fail basis; the approved topic, outline and bibliography together with the

in-class presentation will be worth 25%; and the final paper or digital presentation will be worth 50% of your grade. Failure to complete each assignment on time will be reflected in the grade. **No incompletes will be given except for medical or other serious emergency.**

DETAILS OF COURSE REQUIREMENTS:

- (a) READINGS AND PARTICIPATION: Class attendance and participation are a required part of the course, and will be considered in determining your grade. I will expect you to read the assigned readings before class and to be prepared to discuss them in class. I will feel free to call on you to contribute and you are expected to answer.
- (b) CASE BRIEFS: For the three cases assigned in the syllabus, you will submit a one- to two-page typed, double-spaced, 12-point font case brief as described below on the dates indicated. **You should submit a paper copy (double-sided printing preferred) of your case briefs in class on the day the case is assigned in the syllabus, and through Blackboard (go to this course, then choose “Assignments” in the menu bar on the left; from the drop-down menu choose “assessments” and then choose “assignments”. Look for the correct assignment labelled “Case brief 1”, “Case brief 2”, or “Case brief 3”. If you will be absent, you still must submit your case brief through Blackboard on time.** Each case brief will be approximately one page but not more than two pages in length, and will consist of the following information:
 - (1) The title of the case, the court deciding the case, the date of the most recent decision, and the procedural status of the most recent decision;
 - (2) A brief, one- to three-sentence summary of the facts;
 - (3) A brief, one-sentence statement, in question form, of the issue(s) in the case;
 - (4) A brief description of the court’s decision, or “holding,” on each of the issues and a brief summary/analysis of the legal basis for the decision and of the court’s reasoning, including basic legal principles or relevant legal requirements.
- (c) APPROVAL OF TOPIC AND BIBLIOGRAPHY BY PROFESSOR: Identifying a topic and developing a bibliography through research, collaboration with classmates, and consultation with the professor for approval.

(d) PRESENTATION IN CLASS: Following approval by the professor of a topic and development of an initial bibliography using a variety of research tools and resources, you will make an oral presentation in class.

(e) PAPER or DIGITAL PRESENTATION: **A 12-15 page paper with a bibliography OR a digital presentation will be due on December 11, 2017 in final form.**

The paper or digital presentation may examine the theoretical basis or practical application of a topic related to the readings and class discussions and will show additional work beyond the presentation in class. Your topics and initial bibliography must be discussed with and approved by the professor. **The topic and an outline with initial bibliography are due on October 16, 2017 for approval by the professor. You are responsible for scheduling a meeting with the professor on or before October 16th for approval. Class presentations will be given on one of four possible dates: October 30, November 6, November 13, or November 27, 2017. Please meet with the professor to discuss your topic and bibliography and to schedule your class presentation as soon as possible with Prof. Tinker during September.** Topics may explore issues related to the United Nations, a UN specialized agency, an international non-governmental organization, an international non-governmental organization, an international court or tribunal, or other international organization. Topics for your research will be the basis of both your oral class presentation and your written paper OR digital presentation. The paper, if you choose that option, must be typed, double-spaced, 12-point font case brief as described below, due on the dates indicated.

You should submit a paper copy (double-sided printing preferred) of your final paper in class on or before December 11th if you choose this option AND through Blackboard with SAFE ASSIGN no later than December 11th (go to this course, then choose "Assignments" in the menu bar on the left; from the drop-down menu choose "assessments" and then choose "assignments". Look for the correct assignment labelled "Paper" and be sure to submit your paper through SAFE ASSIGN.

If you choose to do a digital presentation instead of a final paper, instructions for submitting it will be provided. The deadline for the final DH presentation is in class either on DECEMBER 4 or on DECEMBER 11.

Whether you choose a paper format or a digital presentation for your final assignment, you must give full attribution by footnotes or endnotes to any sources used with citations and quotes in accordance with the Chicago Style Manual. Failure to cite sources is plagiarism.

Get help from Technical Services or a classmate to be sure you know how to use the technology, and try to get your paper or digital presentation in early to avoid any problems with the technology. Training is available on campus, and it is your responsibility to schedule help with computer-based skills. Late papers will receive lower grades; any paper submitted after December 11th will result in a grade of “incomplete” and may become a failing grade for this course. School of Diplomacy rules govern.

CURRICULUM AND READINGS:

There is no required casebook. You will be expected to have a copy of and read the United Nations Charter, the Statute of the International Court of Justice, and other documents available in the text and online, document supplements to casebooks, and the UN Bookstore. See **RESOURCE GUIDE** at **<http://library.shu.edu/DIPL6015>** and assignments on Blackboard.

Additional readings are provided in the list below.

Supplemental information, links to key articles, and original source documents will be posted on the course Blackboard site or will be available on-line. Useful websites are www.un.org; www.icj-cij.org; www.asil.org; www.sustainabledevelopment.un.org and www.untreaty.un.org.

You are responsible for checking Blackboard every few days and before every class, and for checking your email in advance of every class for information about the class, assignments, changes and reminders. You will be expected to know any information that is posted on Blackboard or sent out to you in an email including any announcement or assignment or change in class schedule. You are responsible for all the information in the syllabus, and for checking for updates and revised syllabi during the semester. No taping or recording in class is permitted. Anyone who violates this rule and tapes or records the class sessions or any part of the classroom time will be subject to discipline, including reduction in grades. The school’s honor code applies.

Electronic equipment such as laptops, notebooks or tablets can be used to take notes in class, make presentations in class, or access information at the instructor's direction during class hours. Anyone found misusing this equipment to read emails, search the internet, play games or anything other than participating in classroom work will be subject to discipline, including reduction in grades. The school's honor code applies.

The reading assignments are subject to modification. Some reading assignments may be shortened and others added as the semester progresses. You will be notified in advance in class and on Blackboard of any changes

Plagiarism and other forms of academic dishonesty will be reported to the administration, and may result in a lowered or failing grade for the course and up to possible dismissal from the School of Diplomacy. See University and School standards for academic conduct here:

<<http://www13.shu.edu/offices/student-life/community-standards/upload/Seton-Hall-University-Student-Code-of-Conduct.pdf>>

<<http://www.shu.edu/academics/diplomacy/academic-conduct.cfm>>

It is the policy and practice of Seton Hall University to promote inclusive learning environments. If you have a documented disability you may be eligible for reasonable accommodations in compliance with University policy, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and/or the New Jersey Law against Discrimination. Please note, students are not permitted to negotiate accommodations directly with professors. To request accommodations or assistance, please self-identify with the Office for Disability Support Services (DSS), Duffy Hall, Room 67 at the beginning of the semester. For more information or to register for services, contact DSS at [\(973\) 313-6003](tel:9733136003) or by e-mail at DSS@shu.edu.

Policy on Incompletes:

Incompletes will be given only in exceptional cases for emergencies. Students wishing to request a grade of Incomplete must provide documentation to support the request accompanied by a Course Adjustment Form (available from the Diplomacy Main Office) to the professor *before* the date of the final examination. If the incomplete request is approved, the professor reserves the right to specify the new submission date for all missing coursework. Students who fail to submit the missing course work within this time period will receive a failing grade for all missing coursework and a final grade based on all coursework assigned. Any Incomplete not resolved within one calendar year of receiving the Incomplete or by the time of graduation (whichever comes first) automatically becomes an "FI" (which is equivalent to an F). It is the responsibility of the student to make sure they have completed all course requirements within the timeframe allotted. Please be aware that Incompletes on your transcript will impact financial aid and academic standing.

Papers should utilize one of the *Chicago Manual of Style* citation formats: Author-Date or Notes and Bibliography. The guidelines for these formats will be posted on the course Blackboard page.

DIPL 6015 Human Resources Management in International Organizations
Provides a comprehensive review of human resources management policies and practices in international organizations. It is designed to develop both analytical and practical skills for dealing with complex personnel management issues in a multicultural and political environment.

Suggested Reading List: RESOURCE GUIDE at <http://library.shu.edu/DIPL6015>

Crossing the Divide; Dialogue among Civilizations (SHU, 2001), on reserve in Walsh Library for this course under the professor's name.

A World in Need of Leadership: Tomorrow's United Nations (Dag Hammarskjold Foundation, 1990), on reserve in Walsh Library for this course under the professor's name.

David Bederman, **International Law Frameworks**, 3rd ed. (2010).

The Essential Guidebook for United Nations Secretariat Staff, January 2014.

Thomas Weiss and Sam Daws, **Oxford Handbook on the UN** (OUP, 2007)

Charlotte Ku, ed., **International Law, International Relations and Global Governance (Global Institutions)** (Routledge, 2012)

Bruno Simma, Daniel-Erasmus Khan, Georg Nolte and Andreas Paulus, **The Charter of the United Nations: A Commentary** (OUP, 2012)

Sheila Nelson, **International Law and Playing by the Rules (UN Leadership and Challenges in a Global World)**(Mason Crest, 2015)

Weiss, Forsythe, Coate and Pease, **The United Nations and Changing World Politics**, 6th ed. (Boulder, CO: Westview, 2010)

Weiss, **What's Wrong with the United Nations and How to Fix It**, 2nd ed. (Polity Press, 2012, reprinted in 2015)

Basic Facts about the United Nations 2014 (UN DPI, 2014)

Stephen C. Schlesinger, **Act of Creation: The Founding of the United Nations, A Story of Superpowers, Secret Agents, Wartime Allies and Enemies, and Their Quest for a Peaceful World** (Westview, 2003)

Samantha Powers, **Sergio: One Man's Fight to Save the World** (Penguin, reprinted 2010) (Chasing the Flame, One Man's Fight to Save the World, 1st ed., Penguin, 2008)

Brian Urquhart, **Hammarskjold** (Knopf hardcover, Harper paperback, 1972)

Brian Urquhart, **Ralph Bunche, An America Life** (WW Norton, 1993)

Brian Urquhart and Erskine Childers, **A World in Need of Leadership, Tomorrow's United Nations** (Dag Hammarskjold Foundation, 1990)

Pope Francis, **Laudato Si' Praise Be to You, On Care for Our Common Home** 2015

Jeffrey Sachs, **The Age of Sustainable Development** (2015).

Simon Chesterman, Thomas M. Franck and David M. Malone, **Law and Practice of the United Nations: Documents and Commentary** (Oxford University Press, 2008).

Damrosch and Murphy, **International Law: Cases and Commentary** (2014).

James Crawford, **Brownlie's Principles of Public International Law**, 8th ed. (OUP, 2012).

James Wurst, **The UN Association-USA: A Little Known History of Advocacy and Action** (Lynne Reinner, 2016).

SETON HALL UNIVERSITY POLICIES:

1. LEARNING GOALS AND STUDENT OUTCOMES:

In terms of the learning goals and student outcomes the School's Faculty have identified as key for students, students will:

- ❖ Increase their knowledge and understanding of:
 - Key concepts, models, theories, and debates in international relations
 - The institutional backdrop underpinning international politics, including international organizations and international law
 - The normative aspect of international relations as reflected in international law, including human rights and sustainable development
 - The prevailing global issues, such as international conflict, global health, water and sanitation, and environmental challenges;
- ❖ Develop skills to:
 - Collect, sort, and evaluate information
 - Analyze complex situations and synthesize information
 - Integrate different fields of study in analysis of a complex world
 - Communicate effectively in oral and written form;
- ❖ Develop a sense of global citizenship and how to employ a global perspective to:
 - Recognize and understand differences among a diversity of cultures and viewpoints
 - Employ a global perspective and self-awareness regarding their own culture and responsibility as world citizens
 - Demonstrate leadership qualities and other essential skills of diplomacy.

2. PLAGIARISM AND OTHER SERIOUS ABUSES OF ACADEMIC INTEGRITY:

All forms of dishonesty, whether by act or omission, including, but not limited to, cheating, plagiarism, and knowingly furnished false information to the University, are prohibited. Violation of this policy may result in a failing grade on the assignment in question, a failing grade for the class, or suspension and dismissal from the University. Work submitted in courses must be the product of the efforts of the student presenting the work, and contributions of others to the finished work must be appropriately acknowledged. The presentation of another's work as one's own is a serious violation of the academic process. In a paper, where you quote language word for word, you must place it in quotation marks or in a block quote and give the exact source for each quoted passage. Where you paraphrase something, you must cite the source. Where you refer to or use an author's insight or idea, you must cite the source. **Lifting language from a web site without indication and citation is plagiarism.**

3. STUDENTS WITH DISABILITIES:

Students who have a physical, medical, learning, or psychiatric disability, either temporary or permanent, may be eligible for reasonable accommodation. In order to receive such accommodation, students must identify themselves at the Office of Disability Support Services (DSS), provide appropriate documentation and collaborate with the development of an accommodation plan. The DSS phone number is 973-313-6003. Further information is available at the DSS website at <http://www.shu.edu/offices/disability-support-services/>.

4. GRADING SCALE

The grading scale used for most assignments will be:

93 AND ABOVE = A; 90-92 = A-; 87-89 = B+; 83-86 = B; 80-82 = B-;
77-79 = C+; 73-76 = C; 70-72 = C-; 67-69 = D+; 63-66 = D; 60-62 = D-;
BELOW 60 = F.

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CLASS SCHEDULE:

AUGUST 28: ORGANIZATIONAL CLASS: ASSIGNMENTS, RESEARCH METHODS

Introduction to the course, classmates, questions. Introduction to use of DH tools for research and presentations in class and use of Blackboard. Use of Digital Humanities tools to demonstrate data, analyze information and present conclusions as a professional skill useful in IOs in presentations and training.

BACKGROUND: History, values, structure and organization of the UN and other international organizations. How to brief a case. Aldisert, *et al*, "How to Think Like a Lawyer," link and article available on Blackboard. Instruction on how to brief a case. Logic applied to research and methods of presentation. See Blackboard.

SEPTEMBER 4: NO CLASS - LABOR DAY HOLIDAY

I. THE INTERNATIONAL CIVIL SERVICE: THE CREATION AND VALUES OF THE UNITED NATIONS SYSTEM AND ORGANIZATIONAL STRUCTURE

SEPTEMBER 11: Lecture and discussion. UN Charter, Preamble and Ch. I, **UN Secretary-General and Secretariat** Ch. XV, Arts. 97-101. See Blackboard.

Creation and development of the International Civil Service: Dag Hammarskjöld, Ralph Bunche, Brian Urquhart, Sergio Vieira de Mello. **First Case Brief Due:** *Reparations for Injuries Suffered in the Service of the United Nations*, ICJ Advisory Opinion (1949), text, pp. 85-93 and website of the International Court of Justice.

The post-WWII architecture of international organizations: UN and specialized agencies, the Bretton Woods institutions (IMF, World Bank), and the International Court of Justice. Changes today with the creation of the Asian Infrastructure Investment Bank (AIIB, www.aiib.org) and specialized courts and tribunals like the International Criminal Court. UN HQ and Regional Commissions.

II. WHAT DO INTERNATIONAL CIVIL SERVANTS DO? HUMAN RESOURCES MANAGEMENT AND FINANCING AT THE UN RELATED TO SUBSTANTIVE ISSUES ON THE AGENDA

Staffing decisions related to substantive areas of work of the UN system in agenda-setting, development of law and policy, inter-agency coordination mechanisms, accountability, administrative and budgetary matters, financing, engagement with stakeholders and the private sector.

SEPTEMBER 18: Introduction to the economic, social and environmental work of the UN: SUSTAINABLE DEVELOPMENT, OCEANS, EFFECTS OF CLIMATE CHANGE, DISASTER RELIEF, MARINE BIODIVERSITY, Lecture and discussion.

Second Case Brief Due: *Sale v. Haitian Centers Council*, U.S. Supreme Court (1993), text, pp. 496-503. Haitian cholera case, consequences of UN peacekeepers sent for humanitarian assistance and providing civil order after earthquake disaster; is there a right to a hearing at the UN and a duty of the UN to pay reparations to victims of harm caused by peacekeepers? Status of litigation at US District Court for the Southern District of NY, Second Circuit Court of Appeals. Steps taken by UN Secretary-General to address the situation. Lessons for future.

Humanitarian Assistance and Disaster Relief, Lecture and discussion. Text pp. 480-512. International economic, social and environmental cooperation in humanitarian assistance and disaster relief; UN Secretariat and tribunals, UN specialized agencies, ECOSOC, and NGOs involved; the role of the UN system in the Law of the Sea; UN Oceans Conference on June 5-9, 2017 available at www.unwebtv.org; SDGs Goal 13 on oceans.

Sustainable Development, Lecture and discussion. Text: Ch. 11, **Sustainable Development**, pp. 38-51 and 372-408 and *Transforming Our World: the 2030 Agenda for Sustainable Development*, available at www.sustainabledevelopment.un.org. Read selected voluntary reports from member states to the UN High Level Political Forum (HLPF), July, 2017, on monitoring and implementation of the SDGs.

SEPTEMBER 25: Financing, Lecture and discussion. UN Charter Ch. IV, Arts. 17 and 18. UN and specialized agencies' budgets; assessments and voluntary contributions by member states; public-private partnerships and the role of the private sector. **Third Case Brief Due:** *Certain Expenses of the United Nations*, ICJ Advisory Opinion (1962), text, pp. 203-215.

III. HUMAN RESOURCES MANAGEMENT AND UN PRACTICES; USE OF DH TOOLS

OCTOBER 2: Class meets at Computer Lab Space 154, Walsh Library with SHU Social Sciences Librarian Professor Lisa DeLuca and Professor Tinker demonstrating Digital Humanities tools for research, analysis and presentation. Hands-on practice with digital tools during the class time. Opportunity to work together and with faculty exploring tools and topics selected, helping one another collaboratively. Review resource guide at <http://library.shu.edu/DIPL6015>.

OCTOBER 9: NO CLASS; FALL BREAK

OCTOBER 16: APPROVED TOPIC, OUTLINE AND BIBLIOGRAPHY DUE FOR PAPER/PRESENTATION. Human Resources Management at the UN: Lecture and discussion. Staff Selection; Learning and Training, Career Support, Performance Assessment; Retention and Work-Life Balance; and Retirement. Ethics and conflict of interest. Formal and informal dispute resolution: Office of Internal Oversight Services, Joint Inspection Unit, Board of Auditors, Panel of External Auditors, and Administrative Tribunal. Importance of geographical representation and gender equality in staffing and promotion. Readings posted on Blackboard.

OCTOBER 23: Guest lecture, JOSEF KLEE, UN (ret.), Human Resources Management, Assessment, Promotion, Retirement and Budget process at the UN, invited, to be confirmed. Readings posted on Blackboard.

OCTOBER 30: FIRST CLASS PRESENTATIONS AND COMMENTS FROM CLASSMATES

NOVEMBER 6: FIRST CLASS PRESENTATIONS AND COMMENTS FROM CLASSMATES

NOVEMBER 13: FIRST CLASS PRESENTATIONS AND COMMENTS FROM CLASSMATES

NOVEMBER 20: GLOBAL COMPACT ON MIGRATION: Lecture and discussion; role of the UN, business and labor markets; relation to international refugee law and human rights. Is there a human right to free movement of persons? "NY Declaration for Migrants and Refugees" (2016), and other readings to be posted on Blackboard.

NOVEMBER 27: FIRST CLASS PRESENTATIONS AND COMMENTS FROM CLASSMATES

DECEMBER 4: FINAL PRESENTATIONS DEC. 4 or DEC. 11

DECEMBER 11: LAST CLASS - FINAL PAPERS/PRESENTATIONS DUE as instructed.

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